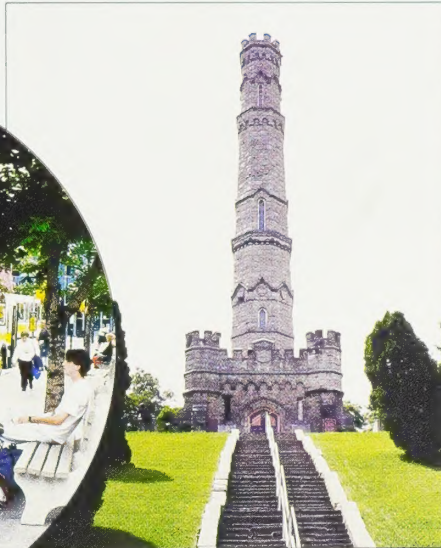


URBAN/MUNICIPAL

CA3 ON HW L60  
A56  
1991

## Hamilton Street Railway...



## Spreading our Routes Throughout the Region

The Hamilton Street Railway Company  
Canada Coach Lines Limited  
• 1991 Annual Report •

URBAN MUNICIPAL  
NOV 1992  
GOV 'MENT DOCUMENTS



## • COMPANY PROFILE •

The Hamilton Street Railway Company  
serves the public transit needs  
of the Regional Municipality of Hamilton-Wentworth.

As part of the Regional Transportation Department,  
HSR is directed by a nine-member  
Transportation Services Committee.

Operating from two facilities - one in downtown Hamilton,  
the other on Hamilton Mountain -  
HSR employs approximately 800 people.

With a fleet of 272 buses  
- natural gas, electric trolley, and diesel -  
HSR carries more than 24 million passengers per year.  
In 1991, the fleet covered more than nine million miles.

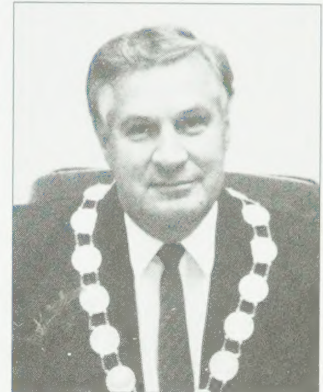
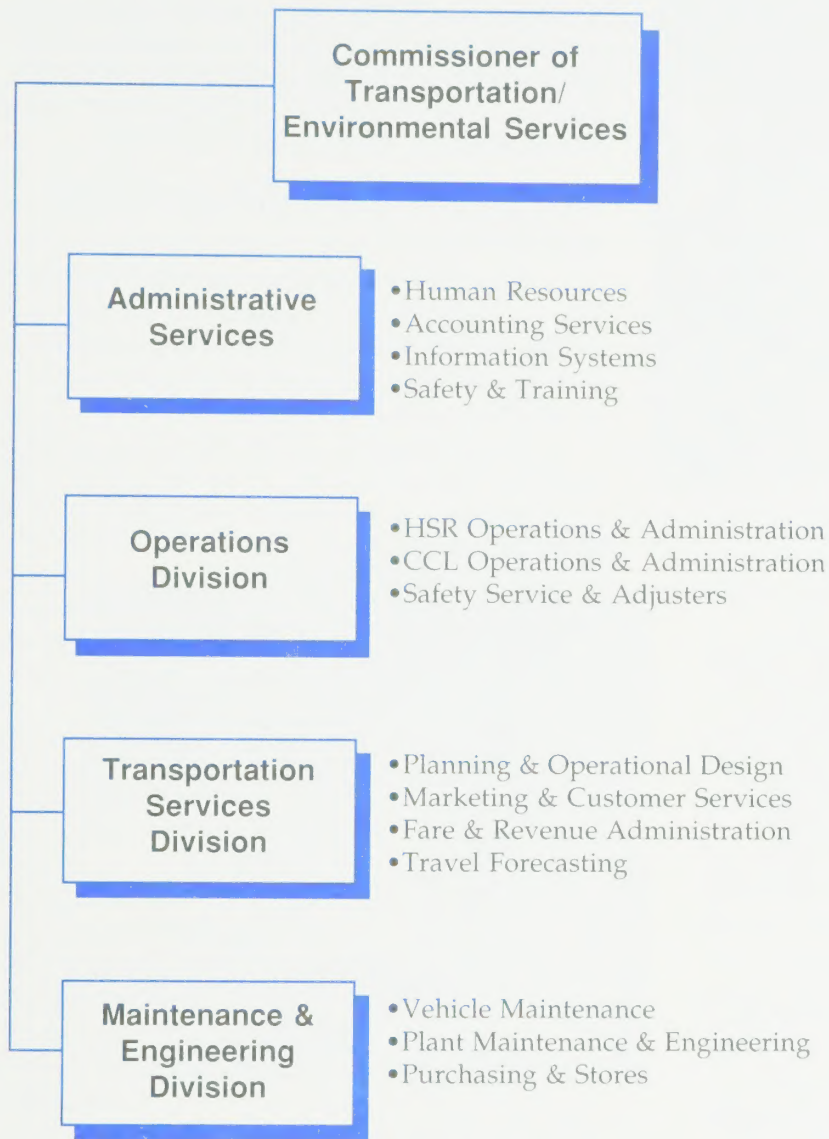
The Hamilton Street Railway Company  
has two wholly-owned subsidiaries:  
Canada Coach Lines Limited and Safety Service and Adjusters.

Canada Coach Lines Limited operates within  
the Golden Horseshoe area of Southern Ontario,  
and specializes in scheduled inter-city service, charter service,  
tours, sightseeing, and parcel express service.

Operated by HSR, Safety Service and Adjusters  
is a licenced insurance adjuster  
that also acts as the company's safety watchdog and risk analyst.

# • THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH •

## Department of Public Transit • HSR/CCL



R. J. (Reg) Whynott  
*Regional Chairman*



Robert E. Wade  
*Chairman, Transportation Services Committee*



### Transportation Services Committee Members

Robert E. Wade (Chairman)  
John Addison  
David Wilson  
Don Drury  
John Gallagher (Vice-Chairman)  
Mary Kiss  
Fred Lombardo  
Henry Merling  
Tom Murray  
R. J. Whynott

### SKILLS ON SHOW AT 10TH ANNUAL BUS ROADEO

- The Annual Bus Rodeo once again stirred up some friendly rivalry between HSR operators eager to show off their driving expertise and public transit knowledge. Paul Templeton took first place honours, with Tony Iacozza and Mario Gianini placing second and third respectively.



### HSR's TRANSIT AMBASSADORS

- More than 140 operators participated in comprehensive Transit Ambassador workshops throughout the year. Developed by the Canadian Urban Transit Association, the Ambassador program promotes courteous passenger relations and provides operators with new skills for handling complaints and communicating with the public. The workshops are conducted by HSR training instructors and assist our operators in the dual role of driver and public relations expert.

### MEETING CUSTOMER REQUESTS

- In October, HSR implemented a Request Stop program to improve safety and security for customers travelling alone during late evening hours. Request Stop allows passengers to alight from HSR buses at locations other than regular bus stops. It is in effect seven days a week from 9:00 p.m. until the end of service.
- With an average of 82 daily requests, the program has proven extremely successful. This success can be attributed, in part, to the overwhelming support of our operators.

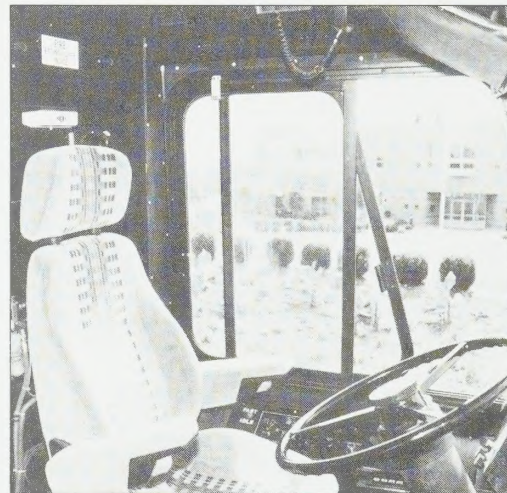
### HSR BECOMES A "PAL"

- In September, HSR joined forces with the Operation PAL (Public Alert) team. Operation PAL is coordinated by Union Gas and its purpose is to encourage all public utilities and service organizations in a united crime prevention effort.
- HSR's function on the streets of the Region is to be on the alert for unusual incidents such as

suspicious activity or people in distress. While our staff have always been on the lookout for such incidents, Operation PAL provides them with the formal recognition they so rightly deserve. In the first four months of PAL participation, HSR employees assisted the general public and law enforcement authorities by reporting 38 incidents.

### NEW OPERATOR WORK STATIONS APPROVED

- After extensive research by HSR's Special Task Force on Bus Seats, the Isringhausen air seat was selected as the one which best meets the health and safety needs of our operators. By year end, 190 buses had been refitted with the new seat.
- To accommodate special Isringhausen features such as reclining back and tilt cushion, HSR's team of maintenance professionals redesigned the entire operator's work station. An extended platform



houses the seat and accompanying controls, and an expanded storage area contains radio equipment, important paperwork, and the operator's belongings. New partitions provide a convenient

pick-up location for our take-one brochures. To complete the refurbishment, the area is painted flat black to reduce glare and make our operator's time at the wheel more comfortable and enjoyable.

### SAFETY SERVICE & ADJUSTERS

- SS&A, HSR's owned and operated insurance adjuster, was invited to submit a proposal for the responsibility of handling claims for all Regional Departments. SS&A was selected over six other companies and will assume this responsibility in early 1992.
- The effects of no-fault insurance were felt in 1991 with a substantial drop in claims. In 1991, 1261 claim reports were received, down from 1618 the previous year. Of these claims, 102 warranted action, down 63% from 279 in 1990.

## • MAINTENANCE AND ENGINEERING DIVISION •

### FLEET ADDITIONS AND IMPROVEMENTS

- The first of 15 new compressed natural gas (CNG) buses arrived in December. Manufactured by Ontario Bus Industries of Mississauga, the buses feature an extended roofline that conceals four roof-mounted natural gas storage tanks. In addition to air conditioning, the buses are also fitted with a wide range of Easier Access features including a 'kneeling' capability that lowers the front of the bus for easier entry and exit. With the fifteen new additions, our CNG fleet will stand at 25.

- HSR's maintenance team began the task of refurbishing our fleet of 1979 Flyer coaches. This project includes replacing body panels, installing new

floors, and repainting exteriors in the HSR colours of blue, yellow and white.

Eleven flyers were fully refurbished by year end.



### SCHEDULING AND TRACKING SYSTEM IMPLEMENTED

- A computerized preventive maintenance scheduling and tracking system was implemented. This system ensures that all equipment is properly maintained according to manufacturer's recommended service schedules. The database also tracks service check intervals that are regulated by various government bodies. The system also flags contract dates in order to allow the company to write specifications and issue tenders on a timely basis.

### KEEPING PACE WITH NEW TECHNOLOGY

- A new technical training area was established in the HSR maintenance garage. This new function ensures our team of maintenance professionals are kept up to date on technological developments and are fully equipped to work on the increasing number of electronic components on today's transit vehicles.



- John Patrick was appointed to the position of Maintenance Supervisor of Technical Services. Mr. Patrick brings

twenty-four years of HSR experience to the job, and is responsible for training coordination, writing vehicle specifications, assessing new products, and keeping the maintenance team abreast of technological changes in the industry.

### HSR WINNERS

- HSR employees maintained a high level of participation in the Regional Suggestion Program. Twelve employees were presented with awards totalling more than \$2,000. A further seven suggestions were under consideration at year end.
- Richard Prescod, Body Repair Mechanic, came up with an innovative suggestion that brought HSR first year savings of more than \$5,000. Mr. Prescod suggested using fibre glass replacements for rotted panels and heating ducts on older buses. Moulds were built, panels and ducts made and installed, and the results speak for themselves.

### CLEARING THE WAY FOR FUTURE DEVELOPMENT

- In September, we took on the job of decommissioning the site of our former headquarters at 18 Wentworth Street North. HSR is committed to restoring this site in an environmentally responsible manner by meeting Ministry of Environment regulations and by addressing the concerns of the local community. A newsletter and neighbourhood open house ensured that residents of the area were kept up to date on the process.

- The decommissioning process includes demolition of the existing buildings, removal of underground storage tanks, removal of asbestos-containing material, removal of electrical equipment containing PCB's, and removal or treatment of any contaminated soil.

## • ADMINISTRATIVE SERVICES •

### INFORMATION SYSTEMS

- Information Systems took a lead role in Network Communications within the Regional Municipality of Hamilton-Wentworth. The department began work on the installation of a region-wide network which will allow computer users to communicate with each other via terminals, no matter where they are physically located.

- The department continued to upgrade HSR's Automatic Vehicle Location and Control (AVLC)



system. AVLC is now able to track actual bus locations against schedules on each route. This ensures greater schedule adherence and also pinpoints potential difficulties or conflicts. As a pioneer in signpost and odometer tracking, HSR has hosted numerous visits from other North American transit properties seeking to learn from our experiences.

- In other areas, the department recorded a new daily high of 10,000 calls to Bus Check, HSR's automated telephone information service. A new Charter Order System has greatly improved the booking procedure for Canada Coach Lines charter department.

### EMPLOYEE HEALTH CENTRE

- The flu vaccine program offered in 1990 was so successful that it was offered again in the fall of 1991. More than 200 employees took advantage of the program, a significant increase over 150 the previous year.

- One of the Centre's main educational programs in 1991 was back fitness. Information was provided to employees through paycheck attachments, bulletin boards, and employee newsletter articles.

- The Centre also continued to focus on all aspects of cardiovascular health. The "Be True To Your Heart" program enjoyed great success at HSR's Wentworth Street cafeteria. Low fat entrees were offered one day per week, and prizes were awarded to employees for correctly answering diet and nutrition questions.

### PERSONNEL SERVICES & LABOUR RELATIONS

- HSR's Human Resources Section implemented a formal Work Accommodation Program. Employees who are temporarily or permanently unable to perform their regular duties are assisted by one of three components: Permanent Work Accommodation Program, Temporary Modified Work Program, and Vocational Rehabilitation Program. The benefits of this program are two-fold, HSR regains the services of experienced employees, and employees are more quickly rehabilitated either by returning to a modified version of their previous job or to another more appropriate position within the company.

- An early retirement package was offered to employees who met certain age and years of service qualifications. To assist those employees in the decision-making process, the services of a Retirement Planning Consultant were made available through HSR's Human Resources Section.

- In April, new three-year collective agreements were signed and implemented for Local 107 HSR, Local 107 CCL, and Local 1585.

### SAFETY AND TRAINING

- This group is now known as Transportation and Environmental Services Safety and Training Section, after an amalgamation with the Regional Environmental Services Section. The group offers a



complete range of training programs and courses covering everything from defensive driving, to industrial hygiene, to CPR and first aid training. Our team of instructors also

offer programs to all Regional and City departments, as well as neighbouring municipalities and transit properties.

- The group continues to offer expert instruction to new operators as well as refresher courses for experienced operators, however, it is now recognized as a full-service safety and training section.

## • TRANSPORTATION SERVICES DIVISION •

### KEEPING IN TOUCH

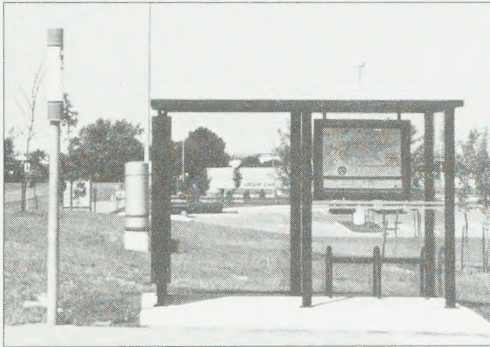
- More than 1900 customer contacts were received in 1991. These suggestions, complaints, and compliments are closely tracked and help us to monitor and improve our services. In addition to responding to customer contacts, we also kept in personal touch with our riders throughout 1991 through a series of surveys, open houses, and information centres.

- Our riders were kept informed of route, schedule, and service improvements through our regular on-board newsletter The Bus News, take-one brochures, newspaper advertisements, and the more than 290,000 timetables that we distributed in 1991. A completely redesigned HSR route map was also published in 1991. Produced in-house on a desk top publishing system, the full-colour route map provides our customers with everything they need to know to ride the HSR system.

### STOPS AND SHELTERS

- As part of our commitment to ensuring the comfort and safety of our customers, HSR's Bus Stop and Shelter

Program experienced much activity in 1991. We installed 27 new bus shelters, 40 Easier Access bus shelter benches, 33



bus stop landing pads, 504 new Kydex bus stop markers and 23 new bus stops. Nine existing bus stops were relocated.

### FARE'S FAIR

- Two fare adjustments were implemented during 1991. An increase of five cents per ride on January 1st, and a second five cent increase on July 1st.

- In an attempt to improve the renewal process for Senior Annual Pass holders, a renew-by-mail program was implemented. More than 70% of the 9500 pass holders took advantage of this convenient new program. The remainder, who preferred to renew in person, were serviced in a considerably more timely and efficient manner.

- Several improvements were also made to HSR's Child ID Program. With the cooperation of

the Region's various school boards, the expiry date and ID card format for elementary and secondary students was standardized. The new format ID has successfully reduced on-board fare disputes.

### ADDRESSING ENVIRONMENTAL CONCERNS

- In 1991, HSR went all out to encourage car users to get out of their vehicles and on to the bus on Earth Day. Special tickets, offering free bus rides



on Earth Day, were distributed to Hamilton automobile commuters. Accompanying the two-ticket packages was an informative brochure outlin-

ing the environmental benefits of public transit. In spite of very poor weather on Earth Day, HSR's promotion encouraged more than 1200 automobile drivers to leave their cars at home and try the bus.

- Designed to determine what types of vehicles will make up the fleet over the next 20 years, HSR's Alternative Vehicle Technology Study considered the merits of improved diesels, electric trolleys, and natural gas buses. Considerable emphasis was placed on environmental factors such as air and noise pollution, as well as energy availability and economic ramifications. During the course of the study, HSR consulted the public and employees through a series of questionnaires and information sessions. The final report is expected in early 1992.

### 1991 TRANSIT SERVICE PLAN

- After extensive review, and several public information meetings, the first phase of HSR's 1991 Transit Service Plan was implemented in June. Regional Council's directive of developing a zero percent increase in costs, resulted in changes to most of HSR's 32 routes.

- Given the wide public consultation throughout the planning process, the changes were generally well-received. Detailed take-one brochures, newspaper advertisements, and wide media coverage helped to ensure our riders were aware of the changes well in advance. As a result, the implementation process went very smoothly with little disruption or inconvenience to our customers.

## • EMPLOYEE ACTIVITIES •

### TEAMWORK SHINES THROUGH

- The HSR/CCL Annual TEAM Day continued to grow in popularity. In 1991, TEAM Day was combined with the Annual Bus Rodeo for what quickly became known as the HSR/CCL Superday.

- TEAM Day brings together employees and their families for an informal day of renew-

- ing friendships and honouring the safety and service achievements of co-workers. To ensure that the kids didn't feel left out during the Rodeo portion of the day, an exciting Bike Rodeo was held for six to 15 year-olds. An employee talent show also added an extra element of fun to the day.

- 107 members of the HSR/CCL team were honoured for outstanding driving and safety achievements. A further 150 employees received awards in recognition of their years of service to the company.



### CARING AND SHARING

- HSR's Special Events bus was used as a food drop-off location for the 1991 Greater Hamilton Food Drive. Thanks to the eagerness and enthusiasm of HSR volunteers who worked tirelessly throughout the three-day promotion, our bus turned out to be one of the busiest food drop-off locations of the Drive.

### FIT FOR LIFE

- Employees turned out in force for the second annual "Fit Day." The blistering hot day didn't deter HSR's fitness fanatics from participating in a light aerobic workout as part of the Canada-wide fitness promotion.



### RETIREE ACTIVITIES

- More than 185 retirees attended the 17th annual HSR/CCL Reunion Luncheon on May 17. This event is certainly one of the company highlights of the year for our retirees. Many of the retirees see each other only once a year at the reunion luncheon, and it is an event full of warmth, friendship and camaraderie.

- Twenty one recent retirees were honoured at the 5th annual HSR/CCL Retirement Dinner on September 27. Once again, this was a wonderful evening enjoyed by friends, families, and employees.

- Over the 1991 Xmas season, the Pensioner's Association purchased 23 fruit baskets and delivered them to retirees who were in nursing homes or confined to their own homes.

### IN RECOGNITION OF OUR RETIREES

- Our thanks and best wishes go out to the following HSR/CCL employees who retired in 1991.



Bedros Assadourian  
Antonio Baccega  
Reinhard Baumann  
Peter Beekman  
Arthur Davidson  
Frank DeJong  
Ed English  
Joseph Gower  
George Jascheck  
Robert Leo Kavanagh

William Linton  
Charles McKenzie  
Robert J. Morgason  
John Morrow  
Edwin Mauch  
Edgar Mills  
Wilfred R. Reid  
William Reid  
John Seamans  
John Vanderryd

## • THREE-YEAR PROFILE •

A snapshot of HSR operations as at year end December 31, 1991.

	1991	1990	1989
Service Area Population ('000)	400	400	399
Revenue Passengers ('000)	24,156	26,386	27,271
Miles Operated ('000)	9,140	9,266	9,167
Revenue Passengers Per Capita	60.4	65.9	68.3
Revenue Passengers Per Mile	2.6	2.8	3.0
Revenue ('000)			
Transportation	\$23,160	\$23,150	\$22,826
Subsidy/Grants/Levies	\$28,854	\$27,262	\$25,480
Expenses ('000)	\$52,014	\$50,412	\$48,306
Per Passenger			
Transportation Revenue	\$ .959	\$ .877	\$ .837
Subsidy/Grants/Levies	\$1.194	\$1.033	\$ .934
Expenses	\$2.153	\$1.911	\$1.771
Per Mile			
Transportation Revenue	\$2.534	\$2.498	\$2.490
Subsidy/Grants/Levies	\$3.157	\$2.942	\$2.780
Expenses	\$5.691	\$5.440	\$5.270
Revenue/Cost Ratio %	44.5	45.9	47.3
Number of Employees	794	831	835
Rolling Stock (Active and inactive fleet)			
Diesel Coaches	189	203	202
Trolleys	56	56	50
Articulated Coaches	15	15	15
Natural Gas Coaches	12	10	7
Total	272	284	274
Adult Basic Cash Fare	\$1.25	\$1.15	\$1.10

## • REVENUES & EXPENSES •

HSR statement as at  
year end December 31, 1991.

	1991		1990	
	\$	%	\$	%
<b>REVENUE ('000)</b>				
<b>Farebox</b>				
Cash	11,419	21.5	11,512	22.4
Ticket	3,692	6.9	3,792	7.4
Pass	6,468	12.1	6,728	13.1
	21,579	40.5	22,032	42.9
<b>Advertising</b>	1,055	2.0	1,173	2.3
<b>Other Revenue</b>	1,746	3.3	883	1.7
<b>Operating Subsidies &amp; Grants</b>				
City of Hamilton	17,027	32.0	15,765	30.7
Provincial	9,684	18.2	9,443	18.4
Other	2,143	4.0	2,054	4.0
	28,854	54.2	27,262	53.1
<b>TOTAL REVENUE</b>	<b>\$53,234</b>	<b>100%</b>	<b>\$51,350</b>	<b>100%</b>
<b>EXPENSES ('000)</b>				
Corporate Services	2,785	5.2	3,266	6.4
Engineering	18,291	34.4	17,545	34.2
Operations	26,202	49.2	24,929	48.5
Transportation Services	3,261	6.1	3,034	5.9
Capital	2,695	5.1	2,576	5.0
<b>TOTAL EXPENSES</b>	<b>\$53,234</b>	<b>100%</b>	<b>\$51,350</b>	<b>100%</b>

# • BALANCE SHEET •

HSR balance sheet for  
the year ended December 31, 1991

## ASSETS

### Current Assets

Cash	\$ 92,806
Employee Working Funds	18,500
Accounts Receivable	2,691,514
Inventory	1,270,674
Prepaid Expenses	466,239
Total Current Assets	4,539,733

**TOTAL ASSETS** **\$4,539,733**

## LIABILITIES & CAPITAL

### Current Liabilities

Accounts Payable	\$ 477,227
Unredeemed Ticket & Pass Reserve	389,937
Accrued Liabilities	4,138,344
Total Current Liabilities	5,005,508

### Capital

Unfunded Capital Outlay	(1,302,357)
Working Fund Reserve	549,328
Insurance Reserve	287,254
Total Capital	(465,775)

**TOTAL LIABILITIES & CAPITAL** **\$4,539,733**

## Notes to Financial Statements

### 1. Significant Accounting Policies

#### a) Inventory

Inventory is valued at average cost and replacement cost.

#### b) Recognition of Revenue

Ticket and pass revenues are recognized when the tickets and passes are honoured on the vehicles. This treatment gives rise to an estimated liability for tickets and passes which have been sold but which have not been redeemed or used at the end of the fiscal year.

#### c) Consolidation

The Hamilton Street Railway Company and its subsidiary companies are not consolidated herein, but are consolidated in the financial statements of the Regional Municipality of Hamilton-Wentworth.

### 2. Transit Employees Pension Plan

Approximately 800 HSR CCL employees are members of this plan and will be future beneficiaries under the terms and conditions of this pension plan. As at December 31, 1991 the plan is estimated to be fully funded.

### 3. Related Party Transactions

The company shares facilities with its subsidiary, The Canada Coach Lines Limited, and costs are allocated based on usage.

### 4. Economic Dependence

The company operates as a department of the Regional Municipality of Hamilton-Wentworth, which owns the corporation, and is accounted for by the Region in their audited financial statements.

## CCL STRIKES OUT

- For the sixth consecutive year, CCL won the "Blue Jay Home Run Award." This award is presented to the tour operator who brings in the highest number of charters to each season's home games.

- In recognition of CCL's outstanding sales record, sales representative Alistair Hamilton was invited to sing the national anthems on the evening of June 21. Hamilton-Wentworth Regional Chairman Reg Whynott was also invited to throw the first ceremonial pitch.



## LINE SERVICE

- During 1991, CCL experienced a moderate decline in ridership on regularly scheduled inter-city routes. A survey of customers showed a high level of satisfaction with operator performance, equipment and ticket agency services, while indicating there is room for improving schedules and refining ticket prices.

- The company continued its support of suburban bus operations in Hamilton-Wentworth with the initiation of an operating agreement with the Town of Ancaster. The service provides a link between Ancaster, Hamilton, and the Burlington GO Station. Eventually, the Waterdown GO Station will be included in the routing.



## COACH REFURBISHMENT PROGRAM

- Consistent with the company policy of providing quality equipment, three older model MC9 coaches were approved for total refurbishment. These buses will be like new with air beams, extra body work, interior upgrading, video system installation and a redesigned rear end.

## MAINTENANCE AND OPERATIONS IMPROVE COMMUNICATION

- In an effort to further improve the care and custody of equipment, many operators have been assigned the responsibility of driving one specific coach.
- These assignments give an operator the opportunity to become familiar with the subtle nuances associated with any vehicle. Required repairs or adjustments can be brought to the attention of maintenance personnel immediately.

## GROUP LEADER LUNCHEON

- The Royal Connaught Hotel was the site for the launch of 1991 Fun•Trek Tours for group



leaders. The event was co-hosted by White Star Tours and provided some 150 client representatives with an exciting

introduction to their travel choices for 1991. Obviously this year's tours were a hit as reflected in the bookings for 1992.

## NEW COMPUTER SYSTEM IN DEVELOPMENT

- Input has been received from staff throughout the company to help develop a computerized charter reservation system. Ultimately, this customized system will track customer information, vehicle assignments and all charter order related information.

- The system design was completed in 1991 and is scheduled to go into operation in 1992.

## • REVENUES & EXPENSES •

Canada Coach Lines Limited  
statement as at year end  
December 31, 1991.

	1991		1990	
	\$	%	\$	%
<b>REVENUE ('000)</b>				
Route Line Service	1,910	32.9	2,107	24.4
Charters	2,931	50.4	4,622	53.5
Tours & Sightseeing				
Fun Trek Tours	53	0.9	163	1.9
Other				
Commissions Earned	31	0.5	32	0.4
Racetrack	118	2.0	142	1.6
Coach Rentals	7	0.1	21	0.2
Bus Parcel Express	60	1.0	50	0.6
Transfers-Reserves	-	-	250	2.9
Miscellaneous	16	0.3	(33)	(0.3)
	232	3.9	462	5.4
Subsidies & Contracts				
Regional Levy	226	3.9	779	8.9
Contracts & Other	463	8.0	511	5.9
	689	11.9	1290	14.8
<b>TOTAL REVENUE</b>	<b>\$5,815</b>	<b>100%</b>	<b>\$8,644</b>	<b>100%</b>
<b>EXPENSES ('000)</b>				
Salaries, Wages, Benefits	2,337	41.8	3,071	34.6
Materials, Supplies, Equipment	1,788	31.9	2,666	30.0
Administrative Expense	829	14.8	1,705	19.2
Debt Charges	645	11.5	1,443	16.2
<b>TOTAL EXPENSES</b>	<b>\$5,599</b>	<b>100%</b>	<b>\$8,885</b>	<b>100%</b>
Excess of Expenditures over Revenues	216		(241)	
Surplus Beginning of Year	18		259	
Surplus End of Year	234		18	

# • BALANCE SHEET •

Canada Coach Lines Limited  
for the year ended December 31, 1991.

## ASSETS

### Current Assets

Cash	\$ 211,420
Accounts Receivable	151,832
Due from Related Parties	89,994
Inventory	119,103
Prepaid Expenses	90,719
Capital Outlay to be Recovered in Future Years	2,954,702

**TOTAL ASSETS** **\$3,617,770**

## LIABILITIES AND CAPITAL

### Current Liabilities

Accounts Payable & Accrued Liabilities	351,865
Unredeemed Ticket Liability held by Public	45,000
Estimated Liability for Public Liability Claims	21,334
Debt Due to Related Party	2,954,702
	3,372,901

### Capital

Capital Stock	10,000
Surplus	234,869
	244,869

**TOTAL LIABILITIES AND CAPITAL** **\$3,617,770**





# THE HAMILTON STREET RAILWAY COMPANY

*Owned and Operated by the Regional Municipality of Hamilton-Wentworth*

**Produced by:**

HSR Customer Services Group

**For Further Information:**

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330 Wentworth Street North  
Hamilton, Ontario  
Canada L8L 5W2

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